

TAB F

REPORT ON EXIT INTERVIEWS

SECRET

ANALYSIS OF EXIT INTERVIEWS

I. Introduction

The Panel undertook an analysis of certain exit interview material as a means of answering two questions:

1. Is the rate of turnover higher among women than among men?
2. What are the reasons offered by men and women employees for resigning from the Agency?

In reviewing the exit interview narratives the Panel confined its study to:

clerical and professional employees,
GS-3 through 9,
leaving the Agency between 1 January and 1 September 1953,
excepting courier, CPC, and Wage Board employees.

A. Statistical

1. Over-all resignation figures

The total number of cases reviewed was 999. Of these, 689 are women (69%) and 310 were men (31%).*

2. Resignations during this period by grades and sex

	<u>Women</u>	<u>Men</u>
GS-3	50	17
GS-4	251	19
GS-5	237	42
GS-6	40	30
GS-7	76	105
GS-8	1	12
GS-9	<u>34</u>	<u>85</u>
	689	310

Percentage of this group (GS-3 through GS-9) who are GS-5 and below: 62%
Percentage of this group (GS-3 through GS-9) who are GS-6 and GS-7: 25%

*The Agency figures for this same period showing resignations of men and women in all grades show double the number of men resigning and only 11 more women. It is suggested that a further breakdown of this total for men resigning is needed for clarification of the resignation by grade picture.

3. Resignations during this period by job titles

Stenographers	- 242
Typists	- 106
Clerks	- 168
Administrative Assistants	- 24
Intelligence Officers	- 159
Intelligence Assistants	- 31
Operations Officers	- 20
Comm. Technicians	- 54
Other	- 195

4. Totals by reasons for resignation

No statistics on reasons for resignation can be relied on for absolute validity. The individuals who are leaving frequently fail to give the true reason and often there are many factors contributing to the decision to go. In an effort to come as close as possible to the real reason in each case, the Panel members working on this report read the narratives of the exit interview and attempted to classify each in the proper category. It must be remembered, however, that an office sometimes "permitted" the individual to resign, that returning to school or returning home because of the illness of a mother could mean dissatisfaction with the job, and that "leaving to take another job" does not really tell anything about the reason for going.

Other job	- 157	Medical	- 33
Marriage	- 121	Ill health	- 27
Dissatisfied	- 94	Security	- 24
Domestic	- 92	Military	- 24
Pregnancy	- 84	Pressure by Office	- 23
To join husband	- 84	Go into business	- 22
School or travel	- 75	Family responsibility	- 8
Return home	- 66	Married foreign nationals	- 8
Personal	- 50	Death	- 7

Note: 22 of the 999 were PM returnees

5. Breakdown of reasons for leaving according to job titles

a. Stenographers

- 43 - Marriage
- 32 - Pregnancy
- 29 - Other job
- 27 - Join husband
- 26 - Domestic
- 26 - Return home
- 18 - Dissatisfaction
- 10 - School or travel

A great many of these people indicated in their general comments that they had had little or no opportunity to use their shorthand. Other factors contributing to their decision to leave were: (a) no promotional possibilities, (b) no overseas opportunity, (c) misleading recruitment, (d) inadequate supervision.

b. Typists

- 24 - Marriage
- 13 - School or travel
- 12 - Return home
- 12 - Join husband
- 10 - Pregnancy
- 8 - Domestic
- 7 - Dissatisfaction

Several here found the job too routine, several mentioned that they had had no opportunity to use their college background, and some objected to either too much or too little typing.

c. Clerks

- 25 - Marriage
- 25 - Domestic
- 18 - Other job
- 16 - Join husband
- 15 - Dissatisfaction
- 15 - School or travel
- 12 - Pregnancy
- 12 - Return home

The two comments most frequently contributed here were (a) no promotional possibility and (b) monotony of job. There was great variation among the other comments.

d. Administrative Assistants

The reasons for leaving given by this group were so scattered as to be irrelevant for any conclusions to be drawn.

e. Intelligence Officers

- 40 - Other job
- 18 - Dissatisfaction
- 15 - School or travel
- 12 - Marriage
- 12 - Join husband
- 10 - Pressure by office
- 9 - Personal

This group gave a longer and more specific list of complaints than any of the others. Unhappiness over the PM program, lack of career planning, lack of challenge in the job, and disgust with Agency organization and management were among the criticisms more frequently made.

f. Intelligence Assistants

Because of the small numbers involved and the variation in the reasons, no conclusions can be drawn.

g. Operations Officers

Eight of the twenty left to take another job and the comments of all twenty were few and general.

h. Commo Technicians

- 13 - Other job
- 9 - Dissatisfaction
- 5 - Security

Most of the comments made by this group implied organizational trouble and misunderstandings. Overseas didn't materialize, there was no career program, misunderstandings about per diem were present, ability was not utilized - these were a few of the statements made.

i. Other

34 - Other job	10 - School or travel
22 - Dissatisfaction	10 - Ill health
17 - Pregnancy	9 - Join husband
16 - Domestic	8 - Business
12 - Personal	8 - Return home
10 - Marriage	8 - Military

More than 20 different job titles are represented in this group so the statements of reasons for leaving are extremely varied. Only four points were mentioned specifically by more than one individual: finances, difficulty of finding job after overseas assignment, no career possibilities, and lack of supervision.

B. Observations

1. There was more turnover among women than among men.
2. The largest turnover occurred in the GS-3 to GS-5 group and women constituted 87% of this group.
3. Marriage, pregnancy, and family responsibility (i.e. husband and children) rated 2nd, 4th, and 5th in reasons for leaving. ("To take other job" was 1st and "dissatisfied with job" was 3rd.)
4. Dissatisfaction among clerical employees seemed to stem from lack of career planning for them, misunderstandings about the jobs, non-use of college background, non-use of clerical skills, dead-end aspect of jobs, and inadequate supervision.
5. More dissatisfaction with Agency organization and lack of it was expressed on the covert side than on the overt.
6. There was indication that better supervision might have prevented many of the resignations.

III. Recommendations

- A. It is recommended that attention be paid to the improvement of morale and the study of problems incident to the clerical group.

Suggestions: Should college girls with career interest be hired for clerical jobs?

Can a promotional program for clerical staff be devised whereby promotion into intermediate areas and finally into professional can be effected?

Should there not be more counseling facilities for this group?

Should there be examination of some clerical positions in view of the seeming non-utilization of some skills?

Will supervisory training for unit, section, and branch chiefs contribute to the improvement of morale in the clerical group?

- B. It is recommended that careful planning in regard to career service be a part of each careerist's induction orientation.

Since the likelihood of marriage and consequent leaving of the Agency is great in any group of young women, unusual career service training and other advantages should be arranged only after the individual understands the obligations as well as the benefits of a career program.

- C. It is recommended that steps be taken in the DDP area to arrange for the interviewing, counseling, and placing of those who return from overseas positions--men as well as women.

- D. It is recommended that there be an increased emphasis on training in supervisory responsibilities and management practices in the Agency.

It is suggested that some program be set up whereby those in supervisory positions can participate in a training course dealing with supervisory techniques and understandings and whereby those being promoted into such positions be required to complete the course.